2014 - 2017
Strategic Plan

Department of Business,
Tourism, Culture
and Rural Development

Newfoundland
Labrador

Business, Tourism, Culture and
Rural Development

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MESSAGE FROM THE MINISTER

I am pleased to present the first Strategic Plan from the newly-formed Department of Business, Tourism, Culture and Rural Development for 2014-2017. This is presented in accordance with government's commitment to accountability. This document was prepared under my direction and I am accountable for the achievement of the goals and objectives contained therein, pursuant to section 5(4) of the *Transparency and Accountability Act*.

Created on September 30, 2014, this new department is a result of the merger of the former Department of Innovation, Business and Rural Development and the Tourism and Culture branch of the former Department of Tourism, Culture and Recreation, reflecting the natural synergies in areas of work. By linking efforts to foster and support innovative industries with the tourism sector, business community, and growth in rural regions, the Provincial Government can better serve industries, artists, entrepreneurs and citizens alike.

This plan outlines the strategic directions of the department in its support of the long-term goal of the Provincial Government to stimulate economic development throughout Newfoundland and Labrador. The direction of this department is focused on stimulating trade and business opportunities, fostering innovation and partnerships, celebrating our culture and heritage and exploring previously un-tapped opportunities for growth in all sectors.

Many initiatives have come forward from the former Departments of Innovation, Business and Rural Development and Tourism, Culture and Recreation, that have brought success to communities and businesses, and we will continue to build on this foundation. Our core values of respect, service excellence, creativity, collaboration, communication and leadership will guide this new department in its endeavors.

Newfoundland and Labrador's business and economic environment is being driven by innovation, growth in traditional and emerging industries, strategic investments, and the celebration of our unique culture and heritage. The role of the Department of Business, Tourism, Culture and Rural Development is to support, guide, and lead our businesses and communities in a sustainable manner toward success.

Sincerely,

Darin King

The Honourable Darin King
MHA, Grand Bank
Minister of Business, Tourism, Culture and Rural Development

THE STRATEGIC PLAN (2014-2017)

The Strategic Plan 2014-17 is prepared by the Department of Business, Tourism, Culture and Rural Development (BTCRD). This Strategic Plan represents the priorities of the new Department of BTCRD, created on September 30, 2014 as a result of the merger of the former Department of Innovation, Business and Rural Development and the Tourism and Culture branch of the former Department of Tourism, Culture and Recreation, to reflect the natural synergies in areas of work. It represents the three-year period from April 1, 2014 to March 31, 2017 and is developed as per the *Transparency and Accountability* legislation of the Government of Newfoundland and Labrador.

The plan describes the Department's activities on its five strategic issues - business development; regional development; further strengthening partnerships in tourism; commemorating the centenary of the First World War and honouring veterans; and supporting the status of artists. To address each of these strategic issues, three-year goals along with corresponding objectives have been developed. Using specific measures and indicators, an Annual Report will be tabled in the House of Assembly each year. This performance report will provide a summary of the progress in achieving the goals and objectives set out in this plan, and will outline indicators for the years ahead. More specifically, the annual reports will demonstrate the activities and priorities undertaken by the staff towards meeting the needs of the Department's clients and stakeholders.

STRATEGIC DIRECTIONS

Strategic directions are statements of the desired physical, social or economic outcomes for the province. They are communicated by the Provincial Government through various documents and materials prepared to inform government bodies of their high level priorities. These can be platform documents, throne and budget speeches, policy documents, and other communiqués. Departments and public bodies take into account these strategic directions during the development of their performance-based plans to integrate planning practices across government and ensure all entities are moving forward on key commitments of the Provincial Government.

Each strategic direction has an associated outcome statement and includes key focus areas. The Department and its related entities are responsible to deliver on these directions and focus areas. The work of the Department supports the long-term goal of the Provincial Government to stimulate economic development throughout the province. The Strategic Directions of the Department of Business, Tourism, Culture and Rural Development are described below; and listed in table format in Appendix 1.

Regional Development, Business and Industry Support

Outcome Statement: Diversified and strengthened regional economies

Focus areas: Business Development; Industry Development; Partnership/Collaboration; Capacity Building; and Entrepreneurship

The Department's responsibilities and activities span many sectors in a wide range of regional and business development activities. BTCRD facilitates diversification of the economy on a provincial and regional basis, with particular attention to rural areas. Regional objectives are targeted at assessing and prioritizing growth opportunities and identifying critical economic infrastructure investments, capacity enhancement, and market and export development needed for regional and sector growth. BTCRD also focuses on the development and implementation of activities that lead to enhanced or new business opportunities, including investing in business start-ups and expansions.

BTCRD uses both financial and non-financial supports to advance key regional and business development initiatives. Accordingly, the financial programs - Business Investment Fund and the Regional Development Fund offered by BTCRD support both commercial and non-commercial activities. Funding support is provided to clients and businesses to support activities such as marketing, infrastructure enhancement, capacity building, and research as well as for productivity improvements to enhance competitiveness. Similar to the funding mechanisms, the non-financial supports provided by BTCRD are driven by the goals of diversifying and strengthening regional economies by increasing the competitiveness and productivity of individual businesses. Client counseling, training, facilitation, aftercare and industry/community capacity building are the key driving supports of regional and business development.

Trade, Investment Development and Business Promotion

Outcome Statement: Increased trade, investment development and business promotion

Focus areas: Trade Policy; Trade Logistics; Export Development; and Investment

BTCRD supports trade and investment with national and international jurisdictions and promotes the province's capabilities and offerings among provincial, national and international audiences. The Department encourages, promotes, and financially supports local firms that are seeking to expand their presence in international markets, explore new markets, and increase international business development activity. Outwardly, the Department proactively promotes the competitive advantages of the province in emerging and growth sectors for the purpose of attracting national and foreign direct investment. The Department works with key partners to actively pursue prospective business in various markets. BTCRD provides research and market knowledge to identify most advantageous opportunities for the province and the best approaches to facilitate success for the business community. It maximizes international business development through opportunity mapping, business counselling and consulting, partner identification, financial assistance, global trade shows, and incoming and outgoing trade missions. Trade Policy is an important focus for the Department, as it opens new markets, strengthens ties with trading partners and eliminates barriers enabling companies and industries to better compete in international markets.

Strengthening Partnerships in Tourism

Outcome Statement: Support for the achievement of quality and market-ready, in-demand tourism products and experiences

Focus areas: Continue implementation of the Tourism Vision and its key directions, market Newfoundland and Labrador as a tourism destination, support regional destination management organizations, and work collaboratively with partners to enhance natural and cultural tourism experiences.

Newfoundland and Labrador's tourism strategy, "*Uncommon Potential – A Vision for Newfoundland and Labrador Tourism*", developed in 2009 by the tourism industry and the former Department of Tourism, Culture and Recreation, provides a blueprint for extraordinary growth. It addresses the real and perceptual barriers facing the industry with innovative strategies and actions. It challenges us to come together as entrepreneurs, industry partners, and the Provincial Government to grow industry to new heights and to double the annual tourism revenue in Newfoundland and Labrador by 2020.

To achieve this, the Tourism Branch continues implementation of the Tourism Vision and its key directions: market Newfoundland and Labrador as a tourism destination; support regional destination management organizations; and work collaboratively with partners to enhance natural and cultural tourism experiences. It works with entrepreneurs and industry partners to market Newfoundland and Labrador as a top-of-mind travel destination while developing high-quality, competitive products, facilities and services and a professional tourism industry.

Strengthening and Growing Our Culture

Outcome Statement: A strengthened cultural sector that preserves our tangible and intangible heritage, celebrates our creativity, and grows our cultural enterprises.

Focus areas: Review and identify priority areas of the Cultural Strategy and its key directions; Continue efforts to strengthen and support the Cultural Economic Development Program; Plan and support the implementation of the Provincial Government First World War Commemorations and activities that honour veterans; Recognize and support artists and cultural professionals; Work collaboratively with the cultural sector and the tourism industry on cultural tourism.

The Government of Newfoundland and Labrador's cultural policy document, *Creative Newfoundland and Labrador: The Blueprint for Development and Investment in Culture,* released in March 2006, recognizes the professional status of artists and commits to promoting and supporting their valuable contribution to this province's social and economic life. The objectives outlined in the policy are to increase direct support to, and recognition of, professional artists; to improve the economic status and security of the province's professional artists by bringing more stability and benefits to their working conditions; and to increase public access to the province's artists and their artistic creations.

The heritage groups play an important role in the social and economic fabric of their communities. The Department aims to increase the sustainability of the heritage organizations, museums and archives by

supporting best practices and encouraging economic development. Department is working with sector associations to enhance the preservation and interpretation of the heritage resources.

Innovation

Outcome Statement: Supported an innovative culture

Focus areas: Research and Development; Commercialization; Skills and Training; and Technology Adoption and Utilization

Innovation is the creation, sharing, and implementation of new ideas resulting in economic value and/or social gain. The Provincial Government encourages an innovative culture throughout the province, and BTCRD has been actively driving Government's innovation agenda. The Department has an emphasis on fostering innovation and supporting the development of our emerging growth and advanced technology sectors.

The Department helps foster a culture of innovation through partnerships with academia, research organizations and the business community that support research and development and the commercialization of applied research. BTCRD also provides financial support for firm level investment in technology adoption and utilization, productivity enhancement, youth innovation initiatives, and improving access to global markets.

BTCRD will continue to focus on fostering innovation in rural regions and communities through business development opportunities, and applied commercialization through improved infrastructure including broadband connectivity. BTCRD's investment in telecommunication infrastructure supports the Government of Newfoundland and Labrador's commitment to building strong, innovative and sustainable rural communities.

Ocean Technology and Arctic Opportunities

Outcome Statement: Identified and facilitated ocean technology and Arctic opportunities

Focus areas: Technology Infrastructure; Research & Development; Partnership/Collaboration; and Capacity Building

BTCRD's Ocean Technology Branch works to advance the province's ocean technology cluster through improved business supports, strengthening ties between institutions and industry, and developing new marketing approaches for select target markets. BTCRD oversees the Provincial Government's Arctic Opportunities Initiative, and supports positioning the province as the pathway to the Arctic as well as an ideal staging ground for Arctic-related economic activities. This initiative includes building local knowledge and capacity, creating international awareness about the province's Arctic expertise and capabilities; and, promoting research, collaboration, and fostering partnerships among stakeholders and other northern jurisdictions.

OVERVIEW OF THE DEPARTMENT

The Provincial Government's role in economic development is to ensure a supportive and competitive environment for investment and growth. This is facilitated by many different departments and agencies working together to achieve the desired results.

The Department of Business, Tourism, Culture and Rural Development (BTCRD) is the lead for the economic, culture, and innovation agenda of the Provincial Government. The Department provides insight, intelligence, innovation, and investment services for businesses and communities to create a strong, vibrant business community and regional economies. While BTCRD plays a prominent role in developing tools and programs to assist businesses and its clients, it is the investment, effort, partnerships and collaboration, and risk undertaken by enterprises and their employees that lead to wealth generation.

The Department of BTCRD is also one of the province's largest operators of tourism, culture and heritage facilities including Arts and Culture Centres, Provincial Historic Sites and Visitor Information Centres, many of which are located in rural areas of the province. They provide important sources of employment, act as regional tourism anchor attractions, and are centers for community outreach, engagement and development. In this province, rural economic development has significantly been fueled by tourism development and the Department continues to partner with stakeholders in this sector to create new business and employment opportunities.

BTCRD was established in 2014, after the merger of the former Departments of Innovation, Business and Rural Development and Tourism, Culture and Recreation. The Department, with the leadership of the Deputy Minister and Assistant Deputy Ministers, is comprised of five executive branches:

- Regional and Business Development;
- Trade and Investment;
- Tourism and Culture;
- Innovation and Strategic Industries; and
- Ocean Technology and Arctic Opportunities

The Department is supported by two corporate divisions:

- Communications Division;
- Policy and Strategic Planning Division.

BTCRD's main corporate headquarters is located in St. John's and a second corporate office, responsible for portfolio management, is located in Marystown. BTCRD has five regional business and economic development offices, five regional tourism offices, 16 local field offices, seven Provincial Visitor Information Centres, 12 Provincial Historic Sites, four Provincial Recreation Facilities, and six Arts and Culture Centres to provide easy access to its programs and services throughout the province.

The total budget of the Department is approximately $141 million. Business Development Support Program is $3.6 million, Regional Development Fund is $9.2 million, Investment Attraction Fund is $15 million and the Tourism & Culture Programs and Supports is $16.5 million. The total budget also includes the budget of various entities and crown corporations that reports to the Minister of the Department of Business, Tourism,

Culture and Rural Development.

BTCRD Employees

Our employees play a critical role in delivering our Department's mandate and services, and engaging with the public, our partners and our stakeholders. As of November, 2014, we have a core staff of 480 of whom 311 (65%) are full-time employees and 169 (35%) are part-time employees. BTCRD has 303 female employees (63%) and 177 male employees (37%). The Department also hired 43 additional seasonal workers in the summer of 2014 (seven males and 36 females). The staff distribution (not including seasonal employees) is presented in the following table:

Region	Total Staff	Gender Breakdown	
		# Males	# Females
Avalon Peninsula	290	109	181
Central East	56	22	34
Central West	29	12	17
West Coast/Northern Peninsula	62	20	42
Labrador	43	14	29
TOTAL	**480**	**177**	**303**

Corporations and Boards

The Minister of the Department of Business, Tourism, Culture and Rural Development is responsible for the following entities:

Business Investment Corporation (BIC);
Economic Diversification and Growth Enterprises (EDGE) Advisory Board;
Heritage Foundation of Newfoundland and Labrador (HFNL);
Marble Mountain Development Corporation (MMDC);
Newfoundland and Labrador Arts Council (NLAC);
Newfoundland and Labrador Film Development Corporation (NLFDC);
Newfoundland and Labrador Immigrant Investor Fund Limited (NLIIFL);
Newfoundland Hardwoods Limited (NHL);
Newfoundland Ocean Enterprises Limited (NOEL);
Private Industry Air access Advisory Committee (AAAC);
Provincial Historic Commemorations Board (PHCB); and
The Rooms Corporation of Newfoundland and Labrador (The Rooms)

A brief description of each entity is presented in Appendix 2. The above entities prepare and publish their separate plans and reports, which are posted on the BTCRD website http://www.BTCRD.gov.nl.ca/publications/index.html.

The Private Industry Air Access Advisory Committee is an inactive committee, created to provide advice to the Government of Newfoundland and Labrador on matters related to air access in support of Government's five year strategy, *Taking Flight – An Air Access Strategy for Newfoundland and Labrador*. The objectives of the strategy have been met and since the strategy concluded in 2014-15, no further reporting is anticipated.

Legislation

The following is a listing of the acts that are administered by BTCRD:

Arts Council Act; Books Preservation of Copies Act; Business Investment Corporation Act; Colonial Building Act; Cruiseship Authority Act; Economic Diversification and Growth Enterprises (EDGE) Act; Grand Concourse Authority Act; Historic Resources Act; Inn keepers Act; Pedestrian Trails Liability Protection Act; Rooms Act; and Tourist Establishments Act.

A brief description of each piece of legislation is presented in Appendix 3. Full-text copies of all Newfoundland and Labrador statutes and regulations are available online at the House of Assembly web site http://www.assembly.nl.ca/legislation/sr/tablestatutes/.

VISION

The vision of the Department of Business, Tourism, Culture and Rural Development is of a vibrant, diverse, and sustainable economy, with productive, prosperous and culturally-rich communities and regions, making Newfoundland and Labrador a business and tourism "destination of choice."

MISSION

"By March 31, 2017, the Department of Business, Tourism, Culture and Rural Development will have stimulated economic, business, and tourism development to foster regional and provincial prosperity, while preserving and promoting culture and heritage throughout the province."

BTCRD's funding will serve to enhance clients' overall capacity and build their workforce, provide them with access to new markets, assist them to develop innovative approaches and products, and provide a platform to better collaborate. In doing so, BTCRD will create an environment which will be conducive for business to grow and generate wealth.

The Department of BTCRD is supporting the development of the tourism industry by strengthening the Public Private Partnership as outlined in *Uncommon Potential: A Vision for Newfoundland and Labrador Tourism* (2009). The Department is strengthening and growing our culture by preserving, safeguarding and supporting heritage resources and facilitating the continuing growth of the cultural and heritage industries through cultural sector support.

The following mission indicators will be reported in 2017, to measure the success of supports provided to the clients by BTCRD. These indicators will demonstrate the success of BTCRD's mission, the significance of the initiatives BTCRD will implement, and the funding BTCRD will provide to support all of its strategic directions and corresponding focus areas.

Measure: Stimulated economic, business, and tourism development;
Preserved and promoted culture and heritage

Mission Indicator 1:	Financial investments made, and initiatives undertaken, to stimulate small and medium-sized enterprise development
Mission Indicator 2:	Financial investments made, and initiatives undertaken, to stimulate regional economic development
Mission Indicator 3:	Public-private partnerships in tourism more aligned and strengthened.
Mission Indicator 4:	Increased opportunities provided for developing and promoting tourism, arts and heritage.
Mission Indicator 5:	Critical cultural and tourism programming and infrastructure revitalized.

MANDATE

The mandate of the Department of Business, Tourism, Culture and Rural Development, stemming from Provincial Government Legislation and other foundational documents, is to lead:

(a) the creation and maintenance of a competitive economic environment that encourages and supports private sector business growth and innovation, leading to long-term sustainable employment opportunities for the people of the province;

(b) the diversification of the economy on a provincial and regional basis, with particular attention to rural areas;

(c) marketing the province as a tourism destination and work with industry stakeholders to identify opportunities to develop the tourism industry;

(d) promoting, protecting and preserving the province's arts, culture and heritage, including leveraging its intrinsic value for economic growth, especially in rural areas;

(e) partnering with communities, organizations and other governments to organize events and activities marking important wartime milestones, honouring the sacrifice of Newfoundland and Labrador's veterans;

(f) the promotion and encouragement of increased trade and export of goods and services by provincial industries and businesses in the national and international marketplace;

(g) the creation of a climate conducive to innovation in business through the facilitation of research and development, technology transfer and technology commercialization within provincial industries and individual business enterprises;

(h) the provision of business information, counseling and financial support programs, and services to small and medium-sized enterprises; including private businesses, co-operatives, credit unions and community development corporations to stimulate economic and employment development within the province;

(i) the negotiation and administration of comprehensive federal/provincial economic development

agreements and other forms of collaboration;

(j) a strategic approach to growth of the ocean technology cluster in Newfoundland and Labrador; and,

(k) identifying and pursuing opportunities in the Arctic by capitalizing on the province's location, expertise and capabilities in operating in northern and harsh environments, further positioning Newfoundland and Labrador as a leader in Arctic-related activities.

LINES OF BUSINESS

BTCRD is responsible for the following lines of business that are relevant to its mandate:

Regional Development

Building upon natural economic regional clusters which exist or potentially can exist, as well as strategic sector development, BTCRD focuses on the development and implementation of activities that will lead to enhanced or new business opportunities. The Department provides the necessary education and training, research and development, and industrial infrastructure to support regions, clusters, as well as growth and diversity in sector economies. Regional priorities are regularly identified and supported based on linkages to strategic sector and industry development. BTCRD works closely with industry, economic development groups, the Federal Government and other provincial departments to develop and implement ideas that support regional growth and diversification. BTCRD also provides supports to a diversity of initiatives in response to regional and industry downturns.

Tourism and Cultural Development

The Department works cooperatively with the tourism industry to foster sustainable high-quality products and experiences and to aid the development of a professional tourism sector. It provides accessible, timely, market intelligence to support the planning and continued growth of the tourism sector; and markets Newfoundland and Labrador as a tourism destination to national and international markets. The Department also seeks to protect, preserve, safeguard, interpret and promote the province's tangible and intangible cultural heritage while providing financial assistance to arts and heritage stakeholders who are working to support and sustain our dynamic and diverse cultural industries.

Small and Medium-sized Enterprise (SME) Development

SMEs are essential to the province's overall development and are integral to the growth of the provincial economy. BTCRD provides a broad spectrum of services and financial support to the SMEs developing and operating in the province. BTCRD delivers its programs and services to SMEs for business development; enterprise promotion; and export development and trade. The Department collaborates with public sector entities, industry associations, and private sector companies to help SMEs identify potential opportunities, assess initiatives, and navigate business processes.

National/International Business Development

The Department drives provincial economic growth by advancing trade and investment with national and international jurisdictions. It promotes its capabilities and strengths to provincial, national, and international audiences to benefit the clients. The Department encourages, promotes, and financially supports local firms that are seeking to expand their presence in international markets, explore new markets, and increase international business development activity. BTCRD supports and provides advice on increased transportation linkages and infrastructure expansion for business development. Outwardly, the Department proactively promotes the competitive advantages of the province in target markets for the purpose of attracting national and foreign direct investment.

Innovation and Industry Development

To foster an innovative culture across all businesses and sectors, the Department partners with industry, labour, academia, research and development institutions, and the business community to emphasize strategic industry/sector growth by supporting projects that advance innovation, research and development, and commercialization activity. The Department's Oceans Branch supports development in the province's ocean technology sector, and furthers the growth of an innovative environment for business and technology. Overseeing the Provincial Government's Arctic Opportunities initiative, the Department works to position the province as the pathway to the Arctic by identifying opportunities for all stakeholders, building local knowledge and capacity, and creating international awareness about the province's Arctic expertise and capability.

ORGANIZATIONAL LANDSCAPE

BTCRD collaborates with multiple stakeholders and counterparts from all levels of government on strategies and initiatives to support economic growth. The importance of collaboration is clear; it creates an environment that supports the sharing of economic intelligence, leading to comprehensive economic, business, and tourism development strategies. It also increases the overall scope and value of economic projects as the Department is able to leverage funds from its partners for the benefit of its clients.

BTCRD collaborates with other provincial and municipal government departments and agencies, secretariats, boards, councils and educational/research institutions inside and outside the province. BTCRD also partners with its Federal Government counterparts such as the Atlantic Canada Opportunities Agency, Industry Canada, the Department of Foreign Affairs, Trade and Development, and the National Research Council and others to ensure comprehensive services to its clients.

Clients and Stakeholders

In its endeavor to foster provincial prosperity, the Department employs a holistic approach to servicing and engaging its diverse clients and core stakeholders. The Department is focused on stimulating the economy and investing in clients and businesses. It facilitates collaboration and partnerships with those people and organizations that can positively impact the provincial economy and create culturally rich communities. BTCRD's clients are categorized below.

- With a view that economic sustainability begins with regional development and diversification, BTCRD works with municipalities, community-based not-for-profit and economic development organizations, industry organizations, social enterprises, as well as Provincial and Federal departments and agencies to develop regional capacity and infrastructure. This type of capacity and infrastructure development is required to attract investment, stimulate trade and export activity, identify and capitalize on regional opportunities, and nurture emerging industries.

- The Department assists three main client groups, within the tourism sector: citizens and visitors, community-based non-profit organizations, and sector stakeholders. Departmental activities to support these client groups include marketing Newfoundland and Labrador as a tourism destination; supporting tourism product development, market readiness, and arts and heritage projects; and assisting in sustaining diverse cultural industries. These activities are undertaken in cooperation with federal, provincial, municipal and Nunatsiavut governments and agencies, the private sector, as well as volunteer, economic development, tourism, heritage preservation and cultural groups and stakeholders.

- SMEs are at the centre of the provincial economy, in terms of both revenues and employment. Therefore, BTCRD works closely with industry associations, clusters, and other sector stakeholders to develop and provide targeted industry, sector and firm-specific funding and support services to these SMEs.

- BTCRD also works with companies from outside the province that have an interest in investing in Newfoundland and Labrador; Newfoundland and Labrador based companies that are joint venturing

with outside investors or partners for the purpose of setting up or expanding operations in the province; and, indigenous companies from targeted growth sectors. Developing global markets is a priority for many companies as they expand and diversify their business. BTCRD works with local companies from targeted growth sectors to increase their international presence and overall business success.

- The importance of fostering research and development for the sustained development and growth of the provincial economy is also well understood within the Department. As such, the Department partners with and supports industry groups, labour organizations, academia and research and development institutions in the development and commerc lization of new technologies and products and innovative processes and services.

VALUES

At BTCRD, staff supports a culture characterized by respect, service excellence, creativity, collaboration, communication, and leadership. BTCRD incorporated these key values in its work culture and they are an integral part of the organization. These values are core to the way staff operates in the work place, with their clients, and among themselves.

Respect

The foundation of the Department of BTCRD's values is respect. At BTCRD we demonstrate respect for our clients, our partners, and each other by embracing the diversity that exists among us and in our clients. We believe that our actions must be honest, ethical and transparent. We understand that there is value in every idea and that it is the contributions of every individual that make our organization successful. Sensitive to the concerns of our staff and clients, we work together to build trust and to celebrate our shared and individual successes. We are keenly aware of the importance of family and acknowledge its importance by encouraging all employees to respect work-life balance.

Service Excellence

At BTCRD we are proud of the work we do and we are dedicated to providing the highest level of service delivery in everything we do as individuals and as public servants who are committed to and responsible for their work. We conduct ourselves at a high standard that is driven by our belief in the pursuit of excellence. We believe that being truly accountable to our clients, our stakeholders and the public means aiming for service excellence. Thus we strive to be experts in our field. Through our own continuous learning and development we aim to provide consistently accurate information and relevant advice to our clients. We understand that serving our clients well means recognizing and understanding clients' risk, capacity and pressures, respecting their confidentiality, and always responding to them in a timely and flexible manner. We strive to work with integrity and responsibility while providing reliable and efficient services and programs.

Creativity

At BTCRD we are creative in the way we do business and we value creativity that fuels both innovation and satisfaction in our own workplace. Driven by our own entrepreneurial nature, we value and support that same entrepreneurial thinking in our clients. Dedicated to continuous improvement, we seek new and innovative ways to serve our clients, to become increasingly creative and flexible problem solvers. Accountable to our clients, our communities, our province and each other; we at BTCRD welcome the opportunity to make things happen. We take pride in our ability to take risks, adapt to situations and learn from experience, as we consistently offer relevant, accessible and complementary programs and services to the people of Newfoundland and Labrador.

Collaboration

At BTCRD collaboration is not only a tool for business it is at the very centre of how we operate. Engaging in productive collaborations with clients, stakeholders, and staff, we believe that our diverse skills create stronger, more productive teams, leading to greater, more sustainable results to achieve success as a Department. We

value teamwork and sharing and work to develop close relationships with our clients and build supportive alliances with our partners; because we know we are better together.

Communication

At BTCRD we believe that sharing information is key to organizational success. Open and transparent communication with clients and staff is what keeps us accountable, helps us overcome challenges, and allows us to celebrate successes. Fueled by the success of our clients, businesses, organizations, and communities in this province we promote not just our own programs and services but highlight the accomplishments of our clients.

Leadership

At BTCRD we foster and cultivate effective leaders that work to develop productive and prosperous regions throughout the province. Each with an important part to play, we build capacity, encourage advancement, and motivate others towards our common goals, both at work and in our communities.

STRATEGIC CONSIDERATIONS

In developing the Strategic Plan for the Department, extensive consultations were conducted with the departmental executive and all staff. These preliminary consultations led to discussions on the priorities for the Department towards meeting its mandate. The results of the consultations provided valuable direction and insight for the Strategic Planning Committee, assisting in the development of the Department's Strategic Plan.

Considering Government's strategic directions and the mandate and financial resources of the Department, the following areas are identified as key priorities of the Minister for the next three years. The goals identified for each issue reflect the results expected in the three-year period while the objectives provide an annual, incremental focus towards the achievement of goals. Measures and indicators are provided for both the goal and the first year's objectives to assist both the Department and the public in monitoring its success.

The goals and objectives in this plan will address five strategic issues:

1. Business Development
2. Regional Development
3. Further Strengthening Partnerships in Tourism
4. Commemorating the Centenary of the First World War and Honouring Veterans
5. Supporting the Status of Artists

ISSUE 1: BUSINESS DEVELOPMENT

The Department will support business development through opportunity identification and management, strengthening business capacity, and partnership and collaboration.

BTCRD supports business development through opportunity identification and management. We research and analyze potential opportunities to maximize benefits in local, regional, national and international markets to create a climate for business growth. By building our knowledge base in sectors with potential for growth in Newfoundland and Labrador we can help individual businesses by sharing information to help them identify and access promising business opportunities, enhance productivity and increase their competitiveness. We also guide innovators to the appropriate resources to develop a business or nurture an idea.

Successful international business development requires staying abreast of global economic trends and translating them into tangible business opportunities. BTCRD helps clients avail of global business opportunities by working with them to research markets, and to plan and implement growth strategies that leverage their business strengths. BTCRD's representation during domestic and international trade negotiations improves conditions for international business development by improving market access, easing regulatory barriers, and guaranteeing more transparent rules for the flow of goods, services and investment. In addition, BTCRD actively promotes the province's competitive advantages and engages with national and international firms to achieve the province's foreign direct investment objectives. In all cases, BTCRD works closely with Embassies, Consulates, local governments, and various other in-market partners to advance Newfoundland and Labrador business interests around the world.

BTCRD offers a variety of business capacity tools including information sessions, counselling, diagnostics, market entry activities and market intelligence. BTCRD works with clients to identify their strengths, match them to growth opportunities, and support their market entry strategies. By enhancing dialogue between government and business, BTCRD ensures citizens of Newfoundland and Labrador are informed of the business opportunities, climate and culture that will shape relationships with our trading partners around the world.

Building effective partnerships and collaborations is an integral part of successful business. BTCRD works with industry associations, provincial and federal governments, foreign partners, and other stakeholders to advance mutually beneficial business development goals. With this collective approach, BTCRD is able to access more opportunities in a wider variety of markets and sectors and in turn provide more support for the province's business community. By engaging all stakeholders on projects that directly impact business clients we help accelerate business development, and facilitate the formation of business networks in the province.

Issue 1: Business Development

Goal 1: By March 31, 2017, BTCRD will have supported business development initiatives/activities in all regions.

Measure: Supported business development initiatives/activities.

Goal Indicators:

- Facilitated and invested in business development initiatives
- Facilitated foreign direct investment (FDI) to the province
- Provided business counseling/advisory services
- Supported entrepreneurs throughout the province

Objective (2014-15) By March 31, 2015, BTCRD will have supported business development through opportunity identification and management.

Measure: Business development supported

Indicators:

- Identified and advanced provincial interests through domestic and international trade negotiations
- Facilitated the business development opportunities that stemmed from regional, national, and international agreements
- Invested in business development initiatives
- Utilized Business Retention and Expansion (BR&E) analysis to identify opportunities for businesses
- Continued identification of supplier development opportunities
- Commenced the development of the Innovation Action Plan
- Identified, analyzed, and pursued market opportunities
- Supported sector development by utilizing Opportunity Management (OM) & BR&E processes
- Commenced the development of a green economy plan

Objective (2015-16) By March 31, 2016, BTCRD will have provided support to strengthen business capacity.

Objective (2016-17) By March 31, 2017, BTCRD will have supported business development through partnership and collaboration.

ISSUE 2: REGIONAL DEVELOPMENT

The Department will support regional development through opportunity identification and management processes, implementing capacity building initiatives, and a collaborative approach with key partners and stakeholders.

Regional development priorities are identified and supported based on linkages to sector and industry development. BTCRD profiles sectors with potential for growth which leads to the identification of opportunities and development of initiatives to advance the sector. We take an outward looking approach by researching sector trends and innovation initiatives in other jurisdictions to identify best practices that could potentially be applied to sectors in Newfoundland and Labrador. Ultimately, BTCRD focuses on the development and implementation of activities that lead to enhanced or new regional business opportunities and support entrepreneurial culture throughout the province.

BTCRD builds capacity within each region throughout Newfoundland and Labrador by using both financial and non-financial supports to implement key economic development initiatives and advance priority sectors. Financial programs offered by BTCRD support regional and business development, including a Business Investment Fund and Regional Development Fund. The Funds are designed to support commercial and non-commercial activity and investments are available to support productivity improvements and enhance competitiveness, marketing, infrastructure, and research.

Similar to our funding mechanisms, the non-financial supports provided by BTCRD assist in diversifying and strengthening regional economies. Research, facilitation, client counseling, and industry/community building are the key driving supports of daily regional and business capacity building. The goal is to provide the necessary education, training, and research and development to support regions, clusters, and growth sectors.

Economic development requires a collective effort and BTCRD is a committed partner working with all levels of government, and many economic development organizations such as: chambers of commerce, educational institutions; and, sector organizations including Newfoundland-Labrador Federation of Co-operatives, Newfoundland and Labrador Organization of Women Entrepreneurs, Canadian Manufacturers & Exporters, Mining Industry NL, Aerospace & Defence Industry Association of Newfoundland and Labrador, Newfoundland and Labrador Environmental Industry Association, and Newfoundland and Labrador Association of Technology Industries. All of these partners work with SMEs and local communities to ensure growth in regional economies. BTCRD will continue to focus efforts on raising the province's Arctic profile with the Federal Government and within international circles such as the Arctic Council. It will create international awareness about the province's Arctic-related capabilities, and explore opportunities to further collaborate and partner with Aboriginal people and organizations as well as other northern jurisdictions.

Issue 2: Regional Development

Goal 2: By March 31, 2017, BTCRD will have supported regional development initiatives/activities.

Measure: Supported regional development initiatives/activities.

Goal Indicators:

- Facilitated and invested in regional development initiatives
- Implemented action plans for sector priorities
- Supported innovation and entrepreneurial culture throughout the province
- Supported regional infrastructure
- Supported arctic opportunities initiatives

Objective (2014-15) **By March 31, 2015, BTCRD will have implemented opportunity identification and management (OM) processes for regional and industry development.**

Measure: **OM processes implemented**

Indicators:

- OM processes conducted with clients and stakeholder groups
- Developed additional tools to support OM
- Projects implemented as a result of OM processes
- Facilitated improved access to telecommunications infrastructure
- Completed regional development profiles
- Identified sector priorities
- Advanced Provincial Arctic Initiative
- Invested in research initiatives
- Invested in regional development initiatives

Objective (2015-16) **By March 31, 2016, BTCRD will have implemented capacity building initiatives that support regional and industry development.**

Objective (2016-17) **By March 31, 2017, BTCRD will have supported regional development through partnership and collaboration.**

ISSUE 3: FURTHER STRENGTHENING PARTNERSHIPS IN TOURISM

With the guidance of the province's 10-year strategy *Uncommon Potential - A Vision for Newfoundland and Labrador Tourism,* government and industry are taking provincial tourism to unprecedented levels of success and showing tourism to be a growing economic powerhouse in our province. With visitation to the province surpassing the 500,000 point, and tourism spending reaching $1 billion for the first time in 2011, the Provincial Government in partnership with the Newfoundland and Labrador Tourism Board (NLTB) is ahead of schedule for achieving the Vision 2020 goal of $1.6 billion in spending. Our approach to research, marketing and diversifying our products has become more sophisticated over time, and we are seeing the benefits of our approach.

The award-winning *Find Yourself Here* tourism marketing campaign, first launched in 2006, tells potential customers who we are, why they should visit Newfoundland and Labrador and helps us stand out from other competing tourism destinations. Our tourism brand creates the "promise" that we make to travellers. It consistently portrays what makes our province unique and it builds a common image and perception of Newfoundland and Labrador that is increasingly attractive to visitors. We are succeeding in capturing the hearts and minds of travellers; now, we must also develop, align and deliver the types of compelling experiences today's travellers are seeking. And with more visitors to our province, there are growing opportunities for economic spin-offs in all parts of the tourism industry including accommodations, food and beverage, attractions, program offerings, activities and services.

Our most recent Provincial Tourism Exit Survey (2011) has provided rich information about our visitors and insight into their motivations, attitudes, perceptions and opinions as they experienced our tourism offering. Many of our visitors surveyed have commented that they want to feel that they receive value for the money they spend and they want quality tourism experiences. To maintain our momentum and to remain competitive, it is imperative that we continue to develop the tourism products and experiences that are aligned with what visitors are seeking.

At the regional level, Destination Management Organizations (DMOs) have been formed to partner on marketing, product development and programs to support tourism activities for their region. These DMOs work with stakeholders to transform local attractions, activities and services into compelling travel experiences for visitors to the province. The Department is working closely with stakeholders to create a new destination development framework and regional action plans for our province so that we can identify and focus efforts on priority tourism products and experiences aligned with market demand. Our tourism industry needs to work hard to deliver on our brand's promise by creating memorable experiences designed to connect travellers to the special places, people and cultures within communities across our province. This will further advance the province's tourism industry, help boost the economy, and strengthen opportunities in the province's regions.

Closely linked with this destination development framework and process is the new industry-led Tourism Assurance Program (TAP) which was introduced province-wide in 2013 to elevate traveller confidence in local tourism services and attractions by ensuring that all organizations promoted in the province meet common minimum standards. By establishing five (5) common minimum standards, industry partners are aiming to promote tourism organizations that provide quality travel experiences and assist tourism services and attractions improve the way they operate.

The Department of BTCRD will work collaboratively with Hospitality NL (HNL), the NLTB and DMOs as we move forward to address "Support for the achievement of quality and market ready in-demand tourism products and experiences" as a focused area of the Strategic Direction, "Strengthening Partnerships in Tourism."

Issue 3: Further Strengthening Partnerships in Tourism

Goal 3: By March 31, 2017, the Department of BTCRD will have supported the development of tourism products and experiences aligned with market demand.

Measure: The development of tourism products and experiences aligned with market demand will have been supported.

Goal Indicators:

- Ensured tools and processes to identify and validate priority tourism products and experiences aligned with market demand are developed.
- Supported the development and implementation of action plans in selected regions for the development of tourism products and experiences aligned with market demand.
- Supported the development of tourism products aligned with market demand in selected regions.
- Supported and ensured compliance with minimum quality standards for all tourism operators through the Tourism Assurance Program (TAP).
- Ensured tourism product development support to tourism operators.

Objective (2014-15) **By March 31, 2015, the Department of BTCRD will have developed frameworks and tools to identify tourism products and experiences aligned with market demand, and minimum standards through TAP will be promoted and supported.**

Measure: **Frameworks and tools will have been developed to identify tourism products and experiences aligned with market demand, and minimum standards will have been promoted and supported.**

Indicators:

- Prepared a destination development framework and engaged stakeholders.
- Ensured tools and processes to identify tourism products and experiences aligned with market demand are developed.
- Developed criteria for assessing these tourism products and experiences and identified factors that support successful tourism product development.
- Introduced tools and processes in selected regions to identify, assess and plan the development of tourism products and experiences aligned with market demand.
- With HNL, will have provided TAP assessment, promotion and counselling supports to tourism operators to ensure compliance with minimum standards.

Objective (2015-16) **By March 31, 2016, the Department of BTCRD, working with relevant provincial and regional stakeholders, will have supported the development of action plans in**

	selected regions for the development of priority tourism products and experiences aligned with market demand.
Objective (2016-17)	**By March 31, 2017, the Department of BTCRD with stakeholders will have supported the implementation of action plans in selected regions for the development of tourism products and experiences aligned with market demand, and minimum standards will have been met.**

ISSUE 4: COMMEMORATING THE CENTENARY OF THE FIRST WORLD WAR AND HONOURING VETERANS

The First World War was a seminal moment in the history of Newfoundland and Labrador. Our involvement, at home and abroad, was significant and has directly shaped the province and its people. As the 100th anniversary of the First World War approaches, the Provincial Government is planning initiatives through Honour 100, both on a local and international scale, to commemorate the sacrifices of all Newfoundlanders and Labradorians.

Through the Honour 100 initiative, Government's overall goal is to help ensure that the legacy of those involved in Newfoundland and Labrador's First World War story is acknowledged and remembered, and the contribution of veterans is honoured. With an investment of more than $3.6 million, the Government of Newfoundland and Labrador will commemorate key anniversaries through special events and activities, in conjunction with stakeholders, and meet all the criteria of the commemorations mandate:

Reconnect Newfoundland and Labradorians with their past;
Honour veterans past and present;
Encourage communities and organizations throughout the province to work together on commemorative initiatives; and
Help maximize youth engagement.

The Department's mandate includes overseeing the planning of initiatives to honour veterans and commemorate the 100th anniversary of First World War events in which Newfoundlanders and Labradorians played significant roles. Throughout the commemoration period, the Department of Business, Tourism, Culture and Rural Development will work with our partners to commemorate Newfoundland and Labrador's First World War story and associated centennial anniversaries beginning in 2016 through to 2018. This is intended to bring the events and sacrifices of Newfoundland and Labrador's First World War story and all veterans to the forefront of our thinking and help us to understand their enduring legacy. These commemorations present real opportunities to engage youth, honour veterans and reconnect the people of the province with their history. Some challenges include working with a large number of diverse, invested stakeholders with different stories to tell.

The Honour 100 initiative is categorized into five pillars: 1) Anniversaries; 2) Legacy; 3) Education; 4) Outreach; and 5) Research and Development. Working with the Royal Newfoundland Regiment Advisory Committee, a steering committee has been formed to advise on plans for the commemorative years. A stakeholder committee has also been established with representatives from several community organizations to help identify potential projects and establish priorities. These commemorations will include the 100th anniversaries of significant First World War events notably the 100th anniversary of the Battle of the Somme at Beaumont-Hamel and the role of Newfoundlanders and Labradorians in these events and their sacrifices at home and abroad.

These commemorations are aligned with the Strategic Direction, "Strengthening and Growing our Culture", and work toward achieving the outcome of "a strengthened cultural sector that preserves our tangible and intangible heritage."

Issue 4: Commemorating the Centenary of the First World War and Honouring Veterans

Goal 4: By March 31, 2017, the Department of BTCRD will have commenced commemoration of Newfoundland and Labrador's First World War story so that citizens are connected with our past and veterans past and present are honoured.

Measure: First World War commemorations will be commenced so that citizens are connected with our past and veterans past and present are honoured.

Goal Indicators:

- Commemorative anniversaries research, planned and selected initiatives developed and launched.
- Legacy opportunities will have been identified and selected legacies will have been enhanced or developed.
- Educational opportunities for commemoration and engagement of youth will have been identified and selected opportunities will have been enhanced, developed, and implemented.
- Outreach opportunities will have been identified and selected initiatives will have been developed and implemented.
- Veterans past and present are honoured.

Objective (2014-15) **By March 31, 2015, the Department of BTCRD will have initiated research, development and planning under all five pillars of Honour 100.**

Measure: **Research, development and planning under all five pillars of Honour 100 initiated.**

Indicators:

- Research and consultation to support planning and development undertaken.
- Commemorative anniversaries planned and selected initiatives developed.
- Legacy initiatives and projects planning initiated.
- Educational opportunities for commemoration and engagement of youth identified.
- Outreach opportunities identified.

Objective (2015-16) **By March 31, 2016, the Department of BTCRD will have developed and advanced initiatives to commemorate the Centenary of the First World War and honoured veterans.**

Objective (2016-17) **By March 31, 2017, the Department of BTCRD will have further developed and advanced initiatives to commemorate the Centenary of the First World War and honoured veterans.**

ISSUE 5: SUPPORTING THE STATUS OF ARTISTS

In the provincial cultural strategy, *Creative Newfoundland and Labrador: The Blueprint for Development and Investment in Culture* (2006), its principle aims include recognizing and supporting excellence in artistic endeavours and improving the conditions under which artists and other cultural workers create and produce art. This is because artists and their creations are at the core of cultural activity.

Professional artists are those who aspire to earn a living through their artistic work and who are recognized by their peers as artists. They are among the province's most highly educated, skilled and flexible workers and are already major contributors to our creative economy and society. Artistic productions frequently are the source, directly or indirectly, of considerable economic activity and wealth. The work of artists also contributes to enhanced health, education, quality of life and communal identity in our society as a whole. Support of artists and the arts sector benefits all citizens in the province.

Most professional artists are self-employed workers, or they work on serial short-term contracts for many employers. They have lower-than-average annual incomes and limited employment. Most professional artists do not get the opportunity to produce even near their potential creative output, disseminate their work and engage with audiences. Government has therefore focused on: 1) ensuring that professional artists remain at the centre of its interventions because this allows for the creation of high-quality artistic content and experiences; and 2) that the public has access to the highest quality artistic experience the province has to offer.

The Provincial Government has committed to investing in original artistic creation in all disciplines and at all levels and stages of career development, and fostering and promoting the study and enjoyment of, and production of works in, the arts. Government support has been directed at a growing and more diverse set of artists and arts organizations in a sector that has become more and more professional. For artists, there are new challenges including intellectual property law, and access to and use of the new tools of technology in knowledge creation, knowledge preservation, creativity, production, distribution, marketing and sales. Globally, new technology and digital media are giving rise to market and regulatory forces that both create new opportunities and challenges for artists from creation to dissemination. Artists and arts organizations and institutions are seeking ways in which they can deepen and expand their access to, and engagement with, audiences.

Government is looking to work with relevant partners and stakeholders to review the status of artists in order identify how to best support artistic practice, improve the social and economic conditions under which artists create and disseminate their work, and to recognize and promote the contribution the arts and artists make to everyday life in the province and how the province presents itself. Reviewing the status of artists in the province at this time would consider the whole of the system of support of artists and the arts, and identify a range of strategies and options available. This supports the Strategic Direction of "Strengthening and Growing our Culture", in particular the key focus areas identifying priority areas of the 2006 cultural plan and recognizing and supporting artists and cultural professionals.

Issue 5: Supporting the Status of Artists

Goal 5: By March 31, 2017, the Department of BTCRD will have enhanced recognition and supports for the status of artists in their contribution to the province's social and economic life.

Measure: Recognition and support for the status of artists enhanced.

Goal Indicators:

- *Initiated review of the current status of artists in the province.*
- Identified key factors that impact the status of artists and their recognition and support identified.
- *Identified strategies to recognize and support the status of artists.*
- Commenced approved strategies.
- Recognition and support of the status of artists enhanced.

Objective (2014-15) **By March 31, 2015, the Department of BTCRD will have initiated a review of the current status of artists in the province.**

Measure: **Review of the current status of artists initiated.**

Indicators:

- Initiated review of current status of artists in the province.
- Researched the status of artists in other jurisdictions.
- *Consulted with relevant stakeholders within government, the cultural community and* relevant organizations.
- Identified key factors that impact the status of artists and their recognition and support.

Objective (2015-16) **By March 31, 2016, the Department of BTCRD will have completed a review, identified potential strategies and assessed ways and means to enhance recognition and support of the status of artists in the province.**

Objective (2016-17) ***By March 31, 2017, the Department of BTCRD will have commenced implementation*** **of approved strategies and priorities to enhance recognition and support of the status of artists and their contributions to the province's social and economic life.**

APPENDICES

APPENDIX 1: STRATEGIC DIRECTIONS

Strategic Directions related to the Department of Business, Tourism, Culture and Rural Development are provided below. They are generally broad and far-reaching, and normally require action by more than one Government entity to achieve. These directions are communicated by the Provincial Government through platform documents, throne and budget speeches, policy documents, and other communiqués. Each strategic direction comprises a number of components, or focus areas, that are addressed in either the strategic plan, operational plan or work planning processes of each government entity.

Title: **Regional Development, Business and Industry Support**
Outcome: **Diversified and strengthened regional economies**

Components of Strategic Directions	These components are addressed:			
	In the strategic plan	In the operational plan	In the branch/divisional work plans	Other Entities reporting to the Minister
Business Development	X			
Industry Development	X			
Partnership/Collaboration	X			
Capacity Building	X			
Entrepreneurship	X			

Title: **Trade, Investment Development and Business Promotion**
Outcome: **Increased trade, investment development and business promotion**

Components of Strategic Directions	These components are addressed:			
	In the strategic plan	In the operational plan	In the branch/divisional work plans	Other Entities reporting to the Minister
Trade Policy	X			
Trade Logistics			X	
Export Development	X			
Investment	X			

Title: **Strengthening Partnerships in Tourism**
Outcome: **Support for the achievement of quality and market-ready, in-demand tourism products and experiences.**

Components of Strategic Directions	These components are addressed:			
	In the strategic plan	In the operational plan	In the branch/divisional work plans	Other Entities reporting to the Minister
Continue implementation of the Tourism Vision and its seven key directions	X	X		
Market Newfoundland and Labrador as a tourism destination			X	X
Support regional destination management organizations		X		
Work collaboratively with partners to enhance natural and cultural tourism experiences		X		

Title: **Strengthening and Growing Our Culture**
Outcome: **A strengthened cultural sector that preserves our tangible and intangible heritage, celebrates our creativity, and grows our cultural enterprises.**

Components of Strategic Directions	These components are addressed:			
	In the strategic plan	In the operational plan	In the branch/divisional work plans	Other Entities reporting to the Minister
Review and identify priority areas of the Cultural Strategy and its 10 key directions		X		
Continue efforts to strengthen and support the Cultural Economic Development Program				X
Plan and support the implementation of the Provincial Government First World War Commemorations and activities that honour veterans	X	X		
Recognize and support artists and cultural professionals	X	X		
Work collaboratively with the cultural sector and the tourism industry on cultural tourism			X	

Title: **Innovation**
Outcome: **Supported an innovative culture**

Components of Strategic Directions	These components are addressed:			
	In the strategic plan	In the operational plan	In the branch/divisional work plan	Other Entities reporting to the Minister
Research and Development			X	
Commercialization	X			
Skills and Training			X	
Technology Adoption and Utilization	X			

Title: **Ocean and Arctic Opportunities**
Outcome: **Identified and facilitated ocean technology and Arctic opportunities**

Components of Strategic Directions	These components are addressed:			
	In the strategic plan	In the operational plan	In the branch/divisional work plans	Other Entities reporting to the Minister
Technology Infrastructure	X			
Research and Development			X	
Partnership/Collaboration	X			
Capacity Building	X			

APPENDIX 2: CORPORATIONS AND BOARDS

Business Investment Corporation. The Business Investment Corporation, established on the authority of the *Business Investment Corporation Act*, April 1, 2002, operates as a Crown Agency. The Corporation provides financing and directs the management of its investment and loan portfolio. It administers new investments made through the Business Investment Fund, the Business Development Support Program and the Fisheries Loan Guarantee Program (in partnership with the Department of Finance).

Economic Diversification and Growth Enterprises (EDGE) Advisory Board. Applications for designation as an EDGE corporation are evaluated by an independent Board appointed by the Lieutenant-Governor in Council. The Economic Diversification and Growth Enterprises (EDGE) Program was established under the authority of the *Economic Diversification and Growth Enterprises Act* on December 23, 1994. The program was established to encourage new business investment and expansion/diversification of existing businesses in the province through a number of tax and other related incentives.

Heritage Foundation of Newfoundland and Labrador (HFNL). The HFNL works to support, promote, preserve, maintain and restore buildings and other structures of architectural or historical significance in the province through designations, granting programs, public education and by advising the Minister of BTCRD.

Marble Mountain Development Corporation (MMDC). MMDC was incorporated in April 1988 and is a provincially-owned Crown Corporation whose principal activities are developing the infrastructure of the Marble Mountain resort area and operating its ski and retail businesses.

Newfoundland and Labrador Arts Council (NLAC). The NLAC works to foster and promote the study, enjoyment and production of works of art of the province, and to encourage the preservation and public awareness of cultural heritage through granting programs and by recognizing outstanding contributions through Arts Awards and by other means.

Newfoundland and Labrador Film Development Corporation (NLFDC). The NLFDC was created to foster and promote the development of the province's film and video industry and to establish the province as a competitive jurisdiction for on-location shooting. The NLFDC administers two programs: the Equity Investment Fund and the Newfoundland and Labrador Film and Video Industry Tax Credit.

Newfoundland and Labrador Immigrant Investor Fund Limited. Newfoundland and Labrador Immigrant Investor Fund Limited (NLIIFL) was incorporated as a Crown corporation on April 28, 2005. It was established as a means of enabling the province to participate in the Citizenship and Immigration Canada's (CIC) Business Immigration Program. It was accepted by the Federal Government as an approved fund on May 13, 2005.

Newfoundland Hardwoods Limited. Newfoundland Hardwoods Limited was established as a Crown corporation in 1950 under the *Corporations Act* for the purpose of manufacturing liquid asphalt and the sale of treated poles and timber to supply to the needs of provincial customers. In 1995, the province privatized Newfoundland Hardwoods Limited with the sale of its asphalt operations to Irving Oil Limited and its pole and timber division to Wood Preservation Industries Limited of Quebec and provided environmental indemnities to both companies. While Newfoundland Hardwoods Limited is inactive as a Crown corporation, there is a Board of Directors to deal with any outstanding issues that may arise subsequent to the sale.

Newfoundland Ocean Enterprises Limited. Newfoundland Ocean Enterprises Limited (NOEL) was established in 1988 under the *Corporations Act* as the parent corporation of Marystown Shipyard Limited (MSL) which was established in 1966 to secure the needs of the province's fish harvesting sector for new vessel construction and repair. In 1998, the MSL assets were sold to Friede Goldman Newfoundland Limited (FGNL) and, in 2002, were purchased by Peter Kiewit Sons Co. Limited (PKS) from FGNL. The Environmental Indemnification Agreement, which was originally entered into between the Provincial Government and FGNL, was assigned to PKS. Currently, NOEL operates as an arms-length Crown corporation with a Board of Directors. The Corporation does not carry on active business at present. It is essentially a shell corporation maintained to provide closure to outstanding issues that may arise subsequent to the divestiture, such as environmental remediation work and any legal claims.

Provincial Historic Commemorations Board (PHCB). The PHCB advises the Minister of BTCRD on nominations for designation under the Provincial Historic Commemorations Program. This program is citizen-led and recognizes significant people, places and events, but also aspects of our living heritage.

The Rooms Corporation of Newfoundland and Labrador (The Rooms). The Rooms is a Crown Corporation created in 2002 to govern the Provincial Art Gallery, the Provincial Archives, and the Provincial Museum. The Board of Directors are appointed by the Minister of BTCRD, and under the Chair, are responsible to ensure that the Museum, Archives and Art Gallery conserve, exhibit, and present the artifacts, archival records and art of the province.

APPENDIX 3: LEGISLATION

Arts Council Act. The purpose of the *Arts Council Act* is to continue the Newfoundland and Labrador Arts Council to foster and promote the study, enjoyment of and production of works in the arts of the province and to encourage the preservation and public awareness of cultural heritage. The chairperson of the Arts Council is responsible for submitting to the Minister a report of the Council's proceedings including financial information and the Auditor General's report within three months of the termination of that fiscal year.

Books Preservation of Copies Act. The purpose of this Act is to ensure the proper preservation of books and other literary material printed in Newfoundland and Labrador. Three bound copies of any such book must be provided to the Lieutenant Governor in Council within one month of the printing of the book. One of the copies is to be deposited with the Department of Business, Tourism, Culture and Rural Development and the other copies in a library or as per the direction of the Lieutenant Governor in Council.

Business Investment Corporation Act. Under the authority of the *Business Investment Corporation Act*, assented to December 15, 1998, the Business Investment Corporation (a Crown Agency) is responsible to make available and manage investments in small to medium-sized private businesses, co-operatives, community development corporations and other enterprises for the purpose of creating employment opportunities for the people of the province. The Corporation is managed by an independent Board of Directors reporting to the Minister of Business, Tourism, Culture and Rural Development.

Colonial Building Act. *The Colonial Building Act* designates the building and land known as "the Colonial Building and Grounds" as a provincial historic site and states that the designated site is considered a historic site under the *Historic Resources Act*.

Cruiseship Authority Act. *The Cruiseship Authority Act* establishes the Cruiseship Authority of Newfoundland and Labrador as a corporation. The purpose of this Act is to establish this Authority to coordinate the development and operations of a cruiseship tourism industry in the province and in particular to plan, promote, develop and monitor that industry. The Act also sets out the membership structure of the Authority and matters pertaining to the powers and board of directors of the Authority.

Economic Diversification and Growth Enterprises (EDGE) Act. The *Economic Diversification and Growth Enterprises Act*, assented to December 16, 1994, encourages new business investment and growth of existing businesses in the province through a number of tax and other related incentives. Businesses can receive 'EDGE Corporation' status and obtain the incentives outlined in the *Act* through an application process overseen by an independent Board of Directors reporting to the Minister of Business, Tourism, Culture and Rural Development.

Grand Concourse Authority Act. This Act establishes the Grand Concourse Authority as a corporation and cites the purpose of the authority as to foster, promote and enable the design, development and operation, by or for the members, of an integrated network of walkways and amenities on land owned or occupied by the members, to be known as the Grand Concourse. The Act also sets out the membership and powers of the Authority and the structure and process for the establishment of the Board of Directors.

Historic Resources Act. This Act sets the duties of the Minister relating to the historic and palaeontological resources of the province including protection and preservation, co-ordination of orderly development, study

and interpretation, and promotion and appreciation. The Minister is capable of granting permits for archaeological or palaeontological investigation and also has the authority to request an assessment be done of any property where activity may alter, damage, or destruct historic or palaeontological resources. The Act also allows the Minister to designate properties and buildings as registered historic sites. The Act continues the Newfoundland and Labrador Museum and the Heritage Foundation of Newfoundland and Labrador and sets guidelines for the presentation of the annual report required of the Foundation by the Minister.

Inn keepers Act. *The Innkeepers Act* sets parameters for an innkeepers liability with respect to lost or stolen goods, an innkeepers lien on property of a guest, the proper means of keeping a register, and expulsion of undesirables by the innkeeper.

Pedestrian Trails Liability Protection Act. Designates trail and user liability. This act allows the Minister to make regulations concerning the following:

- Establishing criteria and prescribing those subject areas with respect to which the Minister may set standards that must be complied with for a trail to be designated under this Act;
- Describing a trail using the licence to occupy number assigned under the Lands Act by the Minister appointed under the Executive Council Act to administer that Act, or by some other method;
- Defining a word that is not already defined in this Act for the purpose of this Act; and,
- Generally, to give effect to the purpose of this Act.

Rooms Act. Consolidates the former *Archives Act*. Establishes as a corporation The Rooms Corporation of Newfoundland and Labrador, composed of the former Provincial Archives, provincial System of Museums and the Art Gallery of Newfoundland and Labrador. Establishes the Board of The Rooms Corporation and governance. The objects of the corporation are to:

- Collect, preserve, present, exhibit and make available for research the historic artifacts, natural history specimens and archival records that represent and illustrate the significant history, culture and natural heritage of the province;
- Conduct research with respect to the history, natural history, culture and heritage of the province for the purposes of paragraph (a);
- Collect and present provincial, national and international contemporary and historic art;
- Advance and promote the works of contemporary visual artists of the province;
- Support the development of cultural industries in the province;
- Strengthen the culture of the province; and
- Provide and enhance client services and partnerships to promote the cultural collections of the province and to show other national and international collections.

Tourist Establishments Act. *The Tourist Establishments Act* outlines the regulations which may be made by the Lieutenant Governor in Council respecting tourist establishments including classifications of establishments, licensing, inspection and fire prevention measures and the provision of information to the Minister from the operators of a tourism establishment.

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